

# THE MUNI MEMO

OF THE PEOPLE, BY THE PEOPLE, FOR THE PEOPLE OF THE SAN FRANCISCO MUNICIPAL RAILWAY

## International Bus Access Project Begun

Tom Rickert, former manager of Muni's Elderly and Handicapped Programs, has left Muni to devote his time to promoting low-cost access for disabled persons to public transit around the world.

Rickert has started the "International Bus Access Project," with the goal of cultivating inexpensive modes of access in poor countries that currently provide no accessible bus transportation for the disabled. The core idea behind the project is the use of ramped wayside platforms with a small moveable bridge that is put in place to permit a wheelchair user to roll from the raised platform to the floor of a bus. A network of such platforms at key sites in poorer countries could provide an inexpensive "low technology" approach to accessibility, starting countries on the road to independent living for thousands of persons with disabilities.

The platform idea owes a lot to Muni's successful use of wayside access at key sites on the surface portions of Muni Metro. This past summer, a

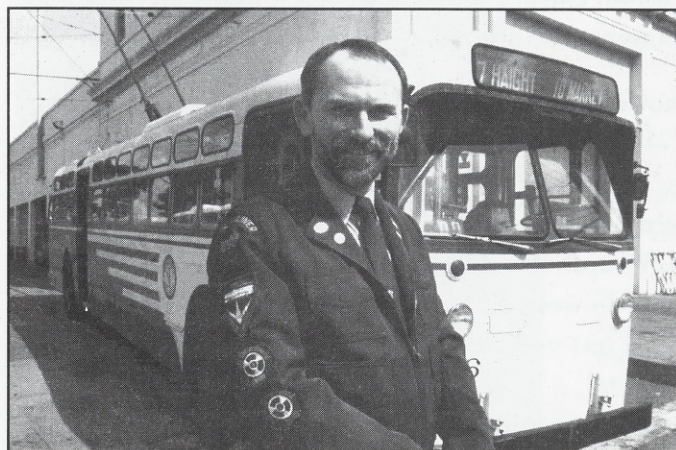
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## Gift of Time

Muni driver Ron Arvin has AIDS. And he is just one of 31 City employees who are catastrophically ill and are on the list to receive transfers of unused sick leave and vacation

tween the headlights, garlands down each side of the aisle, and a Christmas tree next to the fare box, dons his special Santa costume, handmade by a friend, and plays the Jolly Old

Elf, handing out candy to Muni passengers. In fact, in 1987, he was on the cover of *Good Housekeeping* magazine for a feature story on "A Day in the Life of Christmas," which



Ron Arvin

credits from other City employees under the Gift of Time program.

Ron's face has been a familiar one around Muni since he started driving for the Railway seven years ago. He was Systemwide Operator of the Month, Potrero Operator of the Month and second or third place winner in the annual Rodeo for most years that he competed. He was also on the Board of Directors for the Market Street Railway. But passengers may know him better as Santa Claus!

Each year, Ron decorates a Muni bus with a wreath be-

depicted Christmas throughout the U.S.

Unfortunately, Ron won't be playing Santa this Christmas. He's been on disability since last April. Thanks to the Gift of Time program, however, he's been able to continue receiving paychecks since last June. Under the program, City employees can transfer their unused sick leave or vacation credits to catastrophically ill employees. Ron was the first Muni employee to receive the Gift of Time. According to Ron, "It's a great program. It's a nice thing for people to be

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Photo: Carmen Magana



# Management Message



## Job Attitudes:

### Four Factors Foster Commitment

What makes employees feel committed to their work? Commitment has been defined as having a clear focus in one's work and being willing to make sacrifices to get that work done. Our job as managers is to develop conditions that elicit feelings of commitment from our employees. What conditions foster commitment? Authorities on the subject agree that commitment rests upon four fundamental supports:

1. **Clarity**, or knowing what the organization is aiming for. The Service First ethic should be communicated along with Muni's strategic goals and core values downward through each level of this organization.
2. **Competence**. People develop commitment toward what they believe they can do well. Each employee should be clear on two things: A. What you produce. B. What you are responsible for.
3. **Influence**, or input into how things are done. Each employee at every level of the Muni should be constantly encouraged to give input on improving service to the patrons of San Francisco. We solicit your ideas on efficiency, cost saving, morale, and better performance in general.
4. **Appreciation**. Thanks to our former General Manager, Bill Stead, we now have started to recognize many of our employees for their contributions. Appreciation breeds commitment. Expressions of appreciation need not be formal.

To gain employees' commitment, provide them with a clear purpose through training and a sense of confidence about their work. Give them influence over decisions that affect them and give them appreciation for their efforts.

Johnny Stein  
Acting General Manager

## Employee Notice

### ATTENTION ALL TCS PART-TIME TRANSIT OPERATORS:

If you were hired TCS from any Civil Service eligible list up through #E-130, you must file for Promotive Full Time Transit Operator in January 1991. If there is a possibility that you will want to convert to Full Time within the next four years, you must file an application. Failure to do so will result in you having to file an application during the open filing period at a later date. You would then have to participate in a competitive examination in which NO PREFERENCE will be given to TCS operators.

### NEW WAYS TO WORK

In the August Muni Memo, we ran an item on an organization called New Ways to Work that assists employees who desire flexible schedules. A number of you, as the article suggested, contacted Binnie Singh in Personnel to express your interest. Binnie Singh has asked if you are interested in an alternative work schedule that you talk to your supervisor first to try to work things out at your work site before contacting her.

### VOLUNTEERS NEEDED

St. John's Tutoring Center on 15th Street in the Mission is looking for volunteer tutors. Share the gift of learning with a child. Help students at risk of dropping out before they complete high school in one-to-one after-school tutoring. There is no better way for students to relate to a positive lifestyle than to establish a close Tutor/Tuttee relationship with a real person from the community. Muni employees represent the kind of people that these kids can grow up to be. To volunteer, call 864-5205.



## Job File

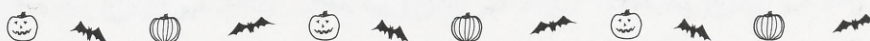
**9146 Manager, Elderly and Handicapped Programs, Municipal Railway,** \$1800-\$2188 bi-weekly. Apply by October 17th to PUC, Personnel, 1155 Market, 554-1600; **1468 Water Services Clerk,** \$2082-2520 monthly, Water Department, Customer Services Division, Apply by October 15th to PUC Personnel, 1155 Market, 554-1600; **2533 Emergency Medical Services Agency Specialist, Public Health,** \$45,890-55,770. Apply immediately, 821-8084; **2422 Diagnostic Medical Sonographer II, Public Health** \$41,886 annually, Apply immediately, 821-8084. **2312 Licensed Vocational Nurse, Public Health, Laguna Honda Hospital,** \$28,964-33,410 annually. Apply immediately, 821-8084; **2320 Registered Nurse, Public Health, Laguna Honda Hospital,** \$42,796-50,076 annually, apply immediately, 821-8084. **2380 Public Health Nurse, Public Health,** \$48,412-60,580. Apply immediately, 821-8084; **1224 Principal Payroll and Personnel Clerk,** three vacancies citywide, \$33,904-41,080. File immediately to Civil Service, 557-4848; **9367 Operational Systems Engineer, Port,** \$45,240-54,990 annually. Apply immediately to Port Personnel, Ferry Building, 274-0425.

## Congrats!

The divisional operators of the month for September were:

Cable Car:	John T. Shipman
Flynn:	John H. Wood
Green:	Frank Wai Wong
Kirkland:	Robert Y. Moore, Jr.
Potrero:	Eddie L. Carr
Presidio:	Bennie C. Jackson
Woods:	Joseph Smith

# Unsung Hero



This is the third in a series of columns intended to recognize the Division Maintenance Superintendents.

## Lee Large

**Superintendent of Diesel Coach Maintenance, Kirkland Division**

**Background:** Lee was born in Akron, Ohio. Following high school, he served in the Marines for three years in Korea



Photo: Carmen Magana

Lee Large

as an aviation mechanic. When he returned from Korea, he attended Akron University where he studied mechanical engineering. He started his career in transportation with the White Truck Manufacturing Company, now White Volvo GMC, as a mechanic. After working for White for ten years, he went on to become a field service engineer at the Cleveland manufacturing plant and then a field services representative for special accounts.

After leaving White, he worked at the management level for various trucking companies in Ohio for 15 years. He moved to California in 1972 and became Director of Maintenance for Associated Freight Lines in Berkeley. He also worked for the Flxible (Bus) Manufacturing Company before coming to work for Muni in 1982 as General Superintendent of Diesel Coach Maintenance. Since joining Muni, he has been superintendent at Woods in Running Repair and for the Heavy Duty Repair and Body Shop. He has also worked at Equipment Engineering, Army Division,

and for the Hazardous Waste Program as motor coach representative. He has been Superintendent of Diesel Maintenance at Kirkland for the past two years.

**Family:** Lee has one daughter Keri Lee, 30, who lives in Southern California.

**Outside Interests:** Lee owns two old Jaguar XKEs, a 1964 coupe and a 1967 roadster, which he is planning to restore.



# Awards



## September Systemwide Operator of the Month

**Name:** Edward Cummings  
**Division:** Woods  
**Years with Muni:** 19  
**Background:**  
     **Birthplace:** Shreveport, Louisiana  
     **Education:** Polytechnic High School, SF  
**Previous Employment:** Custodian for the City of SF  
**Marital Status:** Married to Earlene  
**Children:** Three sons: Edward, Jr., 23, Burron, 21, and Rangee, 16 and one daughter, Regina 15.  
**Hobbies and Interests:** Jogging and being a handyman  
**Words of Wisdom:** "Keep a big picture and a positive attitude."

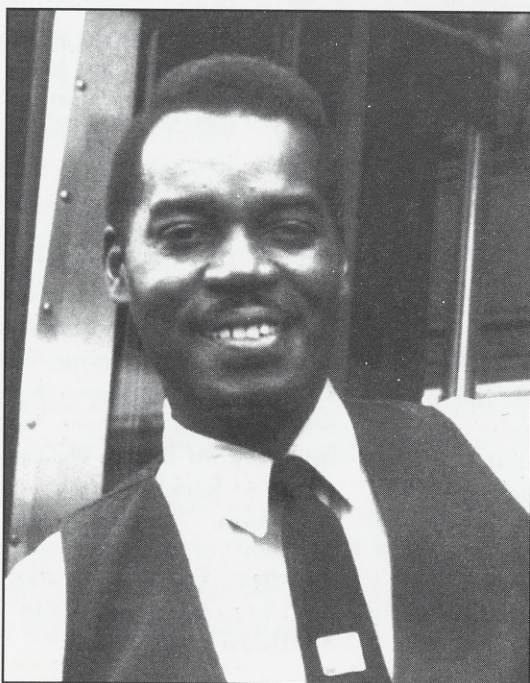


Photo: Cynthia Good

September Muni Operator of the Month Ed Cumming.

## Systemwide Operator of the Month Runner-Up

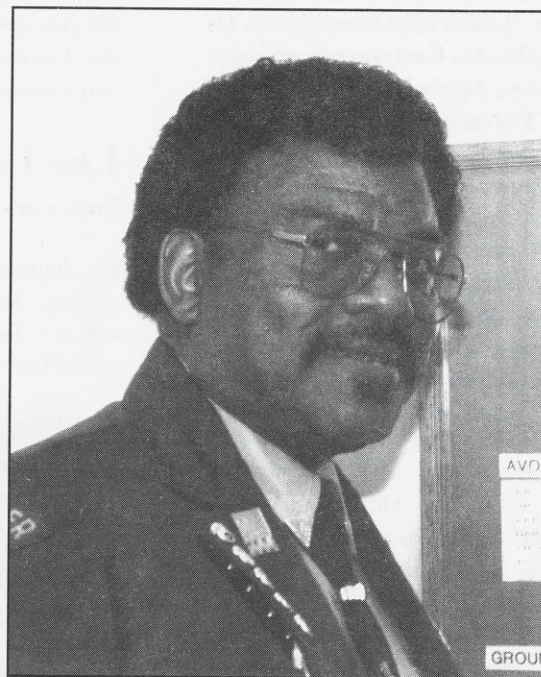


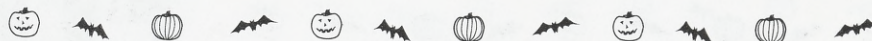
Photo: Carmen Magana

Operator of the Month runner-up Jay Vance Williams

**Name:** Jay Vance Williams  
**Division:** Woods  
**Years with Muni:** 28  
**Background:**  
     **Birthplace:** Baton Rouge  
     **Education:** High school in Arkansas; Northeast Texas College near Houston; Skyline College in San Bruno, California, A.A. degree.  
**Previous employment:** Served in the U.S. Navy from 1954 to 58 and then built motor-homes in Texas.  
**Marital Status:** Married to Dorothy  
**Children:** Two sons, two daughters and four grandchildren  
**Hobbies and Interests:** Bowling, reading the Classics and playing dominoes.  
**Words of Wisdom:** "Aim high."



# Awards



## September Maintenance Worker of the Month

**Name:** Theodore J. McCann  
**Division:** Kirkland  
**Position:** 7381 Auto Mechanic  
**Years with Muni:** Nine  
**Background:**  
**Birthplace:** Oregon  
**Education:** High School in Portland  
**Previous employment:** He had his own shop in Pacifica. He retired for two years, took the 7381 exam and came to work for Muni.  
**Marital Status:** The McCann's celebrated their 50th wedding anniversary September 28th  
**Children:** One son and two daughters  
**Hobbies and Interests:** Hunting, fishing, and gardening (mostly vegetables)  
**Words of Wisdom:** "The Golden Rule."



Photo: Carmen Magana

*September Maintenance Worker of the Month Ted McCann*

## Outstanding Transportation Employee, Summer 1990

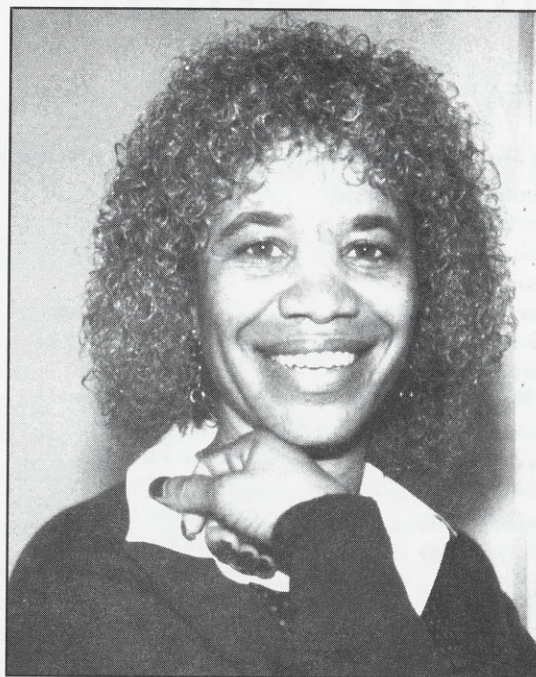


Photo: Carmen Magana

*Outstanding Transportation Employee of the Summer Quarter Mary Moore*

**Name:** Mary Moore  
**Division:** Station Operations  
**Position:** 9131 Station Agent  
**Years with Muni:** Five  
**Background:**  
**Birthplace:** Oakland  
**Education:** Mission High School, City College of SF  
**Previous Employment:** Security Specialist at Crocker National Bank  
**Marital Status:** Divorced  
**Children:** Two grown sons  
**Hobbies/interests:** Bowling, and outdoor activities such as roller skating, gardening, fishing, and overnight camping  
**Words of Wisdom:** "Set your goals high."  
**Additional Information:** She would like to be a first-level manager and help Station Operations become the best department in the City. She says, "Edgar Brown is the best thing that happened to us."



# News



## More Gold Awards

Congratulations to the following Gold Award winners:

### Kirkland Maintenance:

Christopher Christenson,  
Michael Fischer;

### Potrero Maintenance:

Narcisco Aguilar,  
Sarwan Boparai,  
Hing Pong Chan,  
Eleonora Glasgow,  
Richard Jentzsch,  
William Lund,  
Richard Mena,  
Peter Negrone,  
Ruth Nesby,  
Charles Soini;

### Potrero Paint Shop:

Efren Bernal,  
Leon Bernal,  
Gregory Jong,  
Marco Jordan;

### Green Transportation:

Frank Gerendasy,  
Richard McNight;  
Edward Ranahan,  
George Sully,  
Hubert Anderson,

Charlette Batiste,  
Roger Becknell,  
James Brown,  
Fred Butler,  
Terrance Butler,  
Clarence Chiles,  
George Davis,  
Ernest Decarteret,  
Margaret Ellis,  
Alice Fialkin,  
Henry Fortune,  
Ernesto Garcia,  
Carl Grear,  
Edward Harper,  
John Herron,  
Anthony Huddleston,  
Susan Impola,  
Jules Jackson,  
Harland Lee,  
Sarkin Madawaki,  
Cleveland McDonald,  
Daniel Miranda,  
Joseph Mitchell,  
Thomas Primus,  
Byron Roberts,  
Donald Smedley,



Photo: Carmen Magana

Green Transportation Gold Award Winners

John Spears,  
Harry Williams,  
Johnny Wong;  
**Woods Surface Transportation:**  
Martin Auzenne,  
Bennie Bates, Jr.  
Johnnie Bright, Jr.  
George Chin,  
Dexter Chong,  
Richard Cottonham,  
Alice Cross,  
Vernon Crowder,  
Herman Davis, Jr.,  
Kenneth Davis,  
Ricardo Duculan,  
Kathleen Forrester,  
William Gobert,  
A.V. Grace,  
Udaniel Hamilton,  
Sheila Johnson,  
Eddie Lacap,

Marshall Lacewell,  
Reuben Marbury,  
John McGee,  
Barbara McLemore,  
Edgar Medearis,  
Loyce Moore,  
Celedonio Morla,  
Vernon O'Gilvie,  
Robert Palmer,  
Abundio Ramos,  
Vivencio Sabado,  
Wilma Seals,  
Tavita Siataga,  
Richard Stephens,  
Bobbie Stitt,  
Cynthia Thomas,  
James Traynor,  
Louis Valmore,  
Antonio Vickroy,  
Ethel Watson-Grace,  
Gary Weinstein,  
Richard Yau.

## Muni Receives Earthquake Awards

The Metropolitan Transportation Commission and *Mass Transit* magazine have handed awards to Muni for exceptional performance after the Loma Prieta earthquake a year ago.

At MTC's 14th Annual Transportation Awards in September, Muni was chosen to share an Award of Merit for cooperative work following the

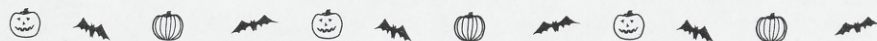
earthquake, with BART, Contra Costa County Transit, Santa Cruz County Transit, AC Transit, SamTrans, Golden Gate Transit and RIDES for Bay Area Commuters. In addition, Muni employee Mario Perez received a Letter of Appreciation for his role in restoring power to Flynn Division after the earthquake.

Perez arranged for the delivery of various generators and ventilators and then took responsibility for their operation in the building. The efforts of Perez and others in the shop had Flynn Division servicing Muni and other city vehicles by 10 p.m. the night of the quake.

*Mass Transit* named Muni as First Place winner in its Awards of Excellence competition, also for its outstanding job performance after the earthquake. Muni was chosen as the winner from the group category out of 38 finalists from a total of 65 nominations.



# News



## Pacific Telesis Money Fights Graffiti

Pacific Telesis has donated \$75,000 to fight graffiti in SF. The money will be used to involve graffiti offenders and their parents in education, counseling and clean-up. Five youth counselors will be hired to work with graffiti vandals and their parents in sessions offered by Community Boards, a conflict resolution program. In addition, parents of teenagers caught writing graffiti will be required to supervise their children as they clean up damaged property. THANK YOU, PAC TEL.

## Route Changes Scheduled

In January, Muni will replace the 16X Noriega and the 73 Lincoln Way with two new routes: the 16AX Noriega "A" Express and the 16BX Noriega "B" Express. As approved by the Public Utilities Commission and the Board of Supervisors following favorable neighborhood meetings, the 16AX will follow the existing 16X route from 48th Ave. to Noriega and Sunset and then operate via Sunset and Lincoln to 19th Avenue making all stops. It will then run downtown as an express via the current 16X route. The 16BX will start at Noriega and Sunset and run downtown via the current 16X route, but will make all local stops west of Ninth Avenue.

## Beat the Back-Up Does it Again

Beat the Back-Up on September 18th attracted more than 50,000 new riders to public transit. Although it's hard to quantify increases to ridership on Muni, BART had increases of more than 22 percent and the eight other participating transit agencies and carpool connections also reported major increases.

Of 50 public transit users awarded Beat the Back-Up transit passes from the various agencies on September 18th, the following Muni riders won the passes good for one year of free travel on AC Transit, the Alameda-Oakland Ferry, BART, CalTrain, County Connection, Golden Gate Transit, Livermore/Amador Valley Transit, SamTrans, Muni and Santa Clara County Transit: Rashel Morein, Randy Peasley, John Minjaris, Krestin Phillips, and Patricia Portillo. Congratulations and thanks to all those who left their cars at home on September 18th!

## Give! Give! Give!

It's that time of year again. The SF Employees Campaign for the Combined Charities needs your financial support. You can support the environment, education, medical research and many other areas by donating money to any of the 400 organizations involved.

Do it through payroll deduction or write a check. And this year, your donation could win you a trip to Hong Kong, Paris, Mazatlan and other exciting locations. Don't delay. The donation period is from October 15th - November 2nd.

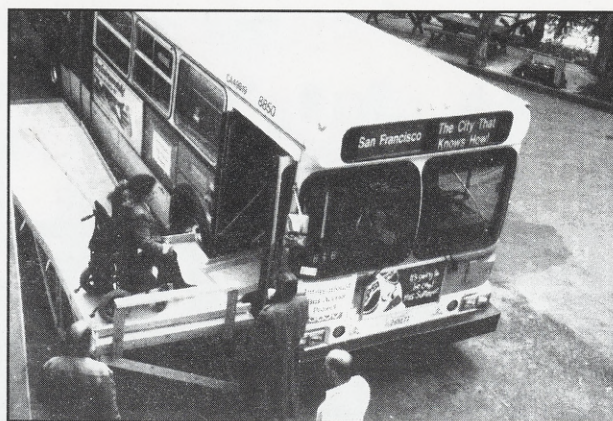


## Bus Access

*Continued from page 1*  
prototype bus platform was built at the Recreation Center for the Handicapped and tested with Muni buses. Rickert notes the test showed that wheelchair users could successfully use the platforms as a cheap alternative to wheelchair lifts in countries without the resources to purchase lifts. "Key site access isn't as good as full access with lifts," Rickert notes. "But it sure beats no access at all. And platforms at key sites in

a major city might provide half the access of a lift-equipped fleet, but at only a tenth or less of the cost."

Assisting Rickert with the test were Paul Fichera, Muni's Accessibility Coordinator; Annette Williams, now Acting Manager of Elderly and Handicapped Programs; and Bill



Former PUC commissioner Lydia (Larsen) Radic-Gutierrez tries out the prototype wayside platform for boarding a bus.

Photo: Carmen Magana



Photo: Carmen Magana

The test crew for the wayside platform prototype (front from left): John Edmonds, a former subway station engineer; Tom Rickert; former PUC commissioner Lydia Radic-Gutierrez; Muni operator Bill Dye; and Paul Fichera of Muni E & H. (Rear from left): Annette Williams, Acting Manager of E & H programs; Gumaro Coliz and Jay Katz of the Recreation Center for the Handicapped staff.

Dye, a Muni operator whom Rickert credits with several good ideas about how to improve the concept. Dye operated all three Muni buses used in testing the prototype platform.

Asked how Muni could further help the project along, Rickert smiled and said, "Send money." I'm volunteering my time for the next few months but we need funds

to print and distribute a report about this new project. Who knows?" he added. "San Francisco may turn out to be the place where a whole new approach to accessibility was invented."

Tom did note, however, that lifts would continue to be the only way wheelchair users would board buses in the U.S. for the foreseeable future. This year, Congress passed the Americans with Disabilities Act, making it law that buses in this country have full access. Muni intends to have a wheelchair lift on every diesel coach and trolley coach as new equipment continues to arrive over the next few years.

## Gift of Time

*Continued from page 1*  
able to donate time, especially to those who depend solely on their paycheck. The only thing I don't like is that, because of the anonymity aspect of the program, I don't know who has donated time to me. I'd like to be able to thank these people personally and unless they tell me who they are, I won't know."

So far, Ron Arvin has been one of the luckier people on the Gift of Time list. There are 13 people listed who have not received any Gifts of Time whatsoever. If you would like to donate, please request a

copy of the Donor's Vacation/Sick Pay Transfer Form from Payroll or PUC Personnel. If you have a serious illness and would like to be on the list, call the Public Health Department at 554-2580.

According to Ron, "A lot of people aren't aware of the program and how it works. I didn't expect it to pass and I'm glad it did. The worst thing of all about being so sick has been having to give up my job. I'm a big ham and to me the bus was a stage. But knowing people have transferred time to me makes a big difference. I'd just like to say thank you to all the Muni employees, whoever you

are, who have donated time to me."

## Credits

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